

RECOMMENDATIONS FOR REORGANIZATION OF THE PERSONNEL OFFICE

1. The following recommendations for the revision of the present organizational structure of the Personnel Office are submitted for your consideration. The attached chart (Exhibit I) indicates the revised breakdown of the new structure.

2. The Personnel Services Division comprised of the following branches has been determined to contain those elements of personnel functions, separately operated in the past, which bear a close relationship one to the other. Difficulties that have arisen as a result of the present organizational structure indicate that these elements should be combined into a central organizational component.

a. The Procurement Branch would contain substantially the same functions presently assigned to the Procurement Division with certain responsibilities of a administrative, clerical and correspondence nature removed.

b. The Placement Branch would combine both placement functions, now widely separated organizationally and physically, and provide a single line of supervisory control.

c. The close affiliation between the procurement and placement functions have caused considerable confusion being separate organizations under different supervision. The inclusion of both these functions within the proposed Personnel Services Division will provide a more effective and economical operation.

d. The Employee Relations Branch would combine two widely separated employee relation functions one in overt and the other in covert personnel divisions. This present split does not lend itself to a streamlined functioning component for this important personnel responsibility.

e. It is recommended that the personnel now assigned to the operation of the CIA Federal Credit Union be transferred, together with all functional responsibility, from the Employee Relations Branch to the Office of the Comptroller.

f. The location of the Testing Branch under the Personnel Services Division brings together four homogeneous segments of personnel responsibility.

3. The Classification Division, combining both overt and covert responsibilities, is the best example of how separate organizations performing similar functions for different components of the Agency can be amalgamated. It is recommended that this Division remain as presently constituted.

4. The establishment of a Records Division, with three branches Processing, Files and Correspondence, would pool all similar personnel functions (overt and covert) under one head and reduce the present dual line of supervision. The processes by which an applicant or employee action are effected within the Agency are such that there is no logical reason why this amalgamation can not be accomplished effectively.

a. The present technique of having two transactions and records functions, a triplication of correspondence responsibility plus a duplication of files controls and position inventories are not acceptable in light of the prior segregation for the security aspects involved.

b. The Civil Service Commission has provided CIA with "Schedule A" authority, giving us certain prerogatives and operational latitudes not commonly enjoyed by other Federal Agencies. However, there is a responsibility on the part of the Agency to utilize all techniques and procedures, developed by the Civil Service Commission for the maintenance of records and associated materials.

c. The combination of all processing functions under one head, together with the utilization of those developed techniques, will reduce and simplify personnel processing considerably.

d. All files both overt and covert personnel and those of applicants should be merged under one supervisor in the Files Branch responsible for their proper control and maintenance.

e. The existing applicant files presently under the Procurement Division number approximately 40 to 50 thousand and are increasing at an estimated rate of two thousand per month. No techniques have been instituted for the coding and machine punching of this data so that its utilization is not very effective.

f. In order to determine the usability of this material a procedure is being developed for the culling-out of that which is obsolete or of no use to the Agency and the machine processing of the remainder as a potential.

g. It is urgently recommended that the present correspondence techniques be completely revised and consolidated within the Correspondence Branch, Records Division. The correspondence responsibility between the Agency and applicants and persons in various stages of clearance is widely distributed among numerous personnel employees with no clear-cut determination as to who has the authority for initiation and signature.

h. Under the present procedure the Procurement Division prepares correspondence to contact applicants acknowledging receipt of inquiries and the dissemination of proper forms to them, as well as correspondence material pertaining to field interviews.

i. Correspondence responsibilities for reject letters for failure to pass security standards or to qualify on assessments or tests, together with rejects by placement or operating officials, is split between both overt and covert personnel transactions and records. These two organizations are likewise responsible for the transmittal of various types of correspondence material, both form letter and individually designed, to inform applicants of stages of processing.

j. One of the major problems involving correspondence and a situation that has caused considerable anxiety is the fact that placement officers, who for the most part have been the last contact with the individual, do not see correspondence as it is prepared in the various segments of the Personnel Office. Solution for this situation will be provided for in accordance with the new procedural flow of material, through all personnel stages, currently being developed.

k. The consolidation of all correspondence within the Records Division would effectively streamline this operation and reduce to a minimum the possibility of the wrong type or duplicate correspondence being submitted to the same interested person.